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GOVERNMENT OF GUAM  
DEPARTMENT OF PUBLIC HEALTH AND SOCIAL SERVICES  
DIPATTAMENTON SALUT PUPBLEKO YAN SETBISION SUSIAT

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MEMORANDUM

To: Director, Department of Administration

From: Director, Department of Public Health and Social Services

Subject: Request for Above Step Salary for CHC Chief Executive Officer  
Position No. 6469

*Pursuant to 4GCA 6229.5, Compensation for Education and Experience, "Nurses and other healthcare professionals in the government of Guam shall be given above-step compensation commensurate to the education and experience that exceed the minimum requirements. The Director of Administration shall establish the pay adjustment schedule specific to this Section to be used by the nurse and other healthcare administrators during recruitment. The nurse and other healthcare administrators shall implement the above-step compensation, using the Director of Administration education/experience pay adjustment schedule."*

Approval is requested to recruit Above Step (Step 10) for the position of Chief Executive Officer (CEO) at the Guam Community Health Centers (CHCs). The roles and responsibilities of the CHC Chief Executive Officer are as follows:

**(A) Operations Management:** Oversees the day-to-day CHC operations to ensure that all services and program activities are carried out effectively and efficiently in accordance with the mission and vision of the CHCs; ensures that CHC operations are in compliance with all applicable laws, regulations, standards, and adherences to 19 health center federal program requirements; promotes an organizational culture of excellence; develops an organizational strategic plan, which includes administrative, governance, health and financial plan for the CHCs and presents the organizational strategic plan for approval to the CHC Board and HRSA Department of Health and Human Services for approval; participates in the periodic management review of the CHCs' quality assurance program with the Chief Medical Director and implements key health transformational initiatives; and ensures an effective system of ongoing quality assurance, performance improvement, and risk management to enhance quality of care, and boost patient and employee satisfaction.

**(B) Financial Management:** Ensures that all financial operations and procedures are conducted according to the Generally Accepted Accounting Principles with sound internal controls, and

applicable federal and local laws, rules and regulations; ensures implementation of the financial policies and procedures as approved by the CHC Board of Directors; facilitates the financial strategic planning with the CHC Board to develop goals, objectives and strategies to improve the financial performance of the CHCs; and manages the overall financial operations of the CHCs within or exceeding the accepted range and norms of performance for health centers of comparable size and scope.

**(C) Personnel Management:** Develops, maintains, and communicate appropriate and effective personnel polices approved by the CHC Board; Ensures an ongoing, effective system of written and verbal staff communications including regular executive team, leadership team and staff meetings; and maintains positive and professional working relationships among employees resulting in good staff morale.

**(D) Facilities and Maintenance:** Effectively oversees the facility and maintenance of the CHCs so that it conforms to building and fire codes and OSHA safety regulations; and assures that the facilities and equipment of the CHCs are operated and maintained in an appropriate, safe and secure manner in order to protect their long-term condition and value.

**(E) Fund Development:** Explores various ways to diversify revenue streams; identify and applies for capital funds to support the expansion and renovation of the CHCs by applying for federal grants.

**(F) Community Relations, Professional Relationships and Marketing:** Actively participates in various committees and attends key community events; participates in professional meetings and functions relevant to the CHCs; maintains effective professional relationships externally with community leaders, and health and social service providers; and develops and implements an effective marketing plan with effective public relations strategies and activities that promote the CHCs.

Mr. David Torre has over nine years of experience in the healthcare industry. He is knowledgeable and experienced in directing and managing clinic operations; ensuring services are carried out in accordance with clinic policies and practices; planning, implementing and maintaining federal, local and corporate programs and projects; developing strategic plans, preparing budgets, and advocating for health policies. The CEO position is crucial to the overall operations of the Guam CHCs.

Your review and approval of this critical request is greatly appreciated.

  
ARTHUR U. SAN AGUSTIN, MHR